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Examining the influence of employee engagement on employee's productivity in budget–friendly restaurants

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ABSTRACT

This study investigated how employee engagement related to productivity for employees in budget-friendly restaurants in Vigan City, Ilocos Sur. Drawing on Kahn's Model of Employee Engagement (Kahn, 1990), the study examined three key aspects of engagement: cognitive, physical, and emotional dimensions. These dimensions helped in understanding their effect on productivity, which was anchored on Human Relations Theory (Mayo, 1946). The researchers collected data from 100 employees across different budget-friendly restaurants by implementing both descriptive and correlational approaches. The research results showed that employees demonstrated high engagement in all three dimensions, which led to substantial improvements in productivity. Among all engagement factors, physical engagement stood out as the most impactful because it showed the highest correlation with productivity levels. The findings illustrated how comprehensive engagement approaches could improve workplace performance. The study advised budget-friendly restaurants to enhance intellectual stimulation while sustaining supportive physical work environments and nurturing meaningful emotional connections to achieve these goals.

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Introduction

Employees are a limited yet vital resource for small businesses, which often rely heavily on a lean workforce. Unlike larger enterprises that enjoy access to a broader employee base, greater market leverage, and sufficient financial capital to support workforce expansion, smaller

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businesses must maximize the productivity and engagement of their limited staff to ensure long-term sustainability (Hashim, 2023).

In the restaurant industry—an environment characterized by thin profit margins—employee productivity is a critical determinant of success (Igudia, 2022). Restaurant staff are typically required to multitask, handling responsibilities such as food preparation, table service, and customer interaction (Peshave, 2020).

Improving employee productivity is a key goal across many organizations, as it leads to economic growth, increased profitability, and broader social advancement (Abdelwahed & Doghan, 2023). According to Singh and Chaudhary (2022), employee productivity is defined as the capacity to produce goods and services that align with organizational goals. This process requires collaboration between employees and managers to improve performance at the individual level. Similarly, Almaamari and Alaswad (2021) emphasize that productivity entails evaluating the ratio of input to output across all sectors. Igudia (2022) supports this view, defining productivity as the efficiency with which resources are used to generate value.

As organizations face increasingly competitive and dynamic business environments, the importance of fostering employee engagement has grown (Deepalakshmi et al., 2024). Although employee engagement has gained prominence in both management theory and practice, it still lacks a universally accepted definition. Sun and Bunchapattanasakda (2019) note that significant variability remains in how engagement is conceptualized, the theoretical frameworks underpinning it, its influencing factors, and its outcomes.

More than mere job satisfaction, employee engagement represents a strategic imperative. It involves employees' emotional and intellectual investment in their roles and alignment with the organization's goals. Key elements include job satisfaction, organizational commitment, and a sense of belonging in the workplace (Deepalakshmi et al., 2024). According to Hashim (2023), organizations that prioritize employee engagement benefit from lower turnover rates, higher productivity, sustained competitiveness, and long-term growth. Consequently, many have begun integrating engagement initiatives into their strategic planning.

Despite its recognized benefits, recent findings reveal a concerning trend: engagement levels are in decline. Harter (2025) reported that only 31% of employees are currently engaged at work—the lowest figure recorded in the past decade.

In the restaurant sector, labor costs typically account for around 45% of total expenses. However, productivity, especially in budget-friendly restaurants where margins are tight, remains insufficiently explored. Yandrasevich (2011) advocates for further research into strategies that can boost employee productivity in such settings. Similarly, Dingil et al. (2023) highlight a

notable lack of studies examining employee engagement specifically within budget-friendly restaurants.

Most existing research, such as that by Peshave (2020), focuses on employee productivity in large-scale or high-end hospitality establishments, leaving a significant gap in understanding how these dynamics unfold in smaller, more modest restaurants. Although cognitive engagement has been studied across various sectors, its specific impact on productivity in budget-friendly dining establishments remains underexamined (Dingil et al., 2023).

Physical engagement—the exertion of physical effort in performing job tasks—is especially relevant in restaurants, where employees often contend with demanding workloads due to limited staffing (Ghimire, 2012). Yet, studies linking physical engagement to productivity in this context are scarce. Similarly, emotional engagement, or the emotional connection employees feel toward their work and employer, plays a crucial role in influencing productivity. Nonetheless, the particular challenges restaurant workers face that may impact emotional engagement have not been sufficiently studied (Kahn, 2019).

Taken together, these sources underscore a significant research gap regarding employee productivity in small, budget-friendly restaurants. In particular, there is a lack of documentation on how cognitive engagement enhances productivity in such settings in Vigan City. Likewise, the correlations between physical engagement and productivity, as well as the effects of emotional engagement on employee performance, are still largely unexplored in this local context.

In response to these gaps, the present study aimed to identify the factors influencing employee productivity in budget-friendly restaurants. It statistically examined three dimensions of employee engagement—cognitive, physical, and emotional—to determine their impact on productivity. The findings of this research are expected to contribute meaningfully to the body of knowledge on employee productivity by offering theoretical insights into how various forms of engagement affect performance in budget-conscious restaurant environments.

Literature review

The discussions here focus on employee engagement, specifically in terms of cognitive engagement, physical engagement, emotional engagement, and employee productivity.

Employee engagement

Employee engagement has emerged as a critical area of study within organizational behavior and human resource management, reflecting its significance in enhancing productivity. Employee engagement is often conceptualized through three primary dimensions: cognitive, physical, and emotional engagement. Cognitive engagement refers to the intellectual effort employees invest in their

work; physical engagement involves the energy and enthusiasm displayed in task execution; and emotional engagement pertains to the emotional connection employees feel towards their organization and work. Research indicates that these dimensions collectively influence employee productivity and satisfaction (Sahoo, 2024).

Numerous studies have been conducted to explore the multifaceted concept of employee engagement. A study presented at the De La Salle University Research Congress examined the relationship between employee engagement and job satisfaction in a corporate setting. The research found a significant positive correlation between employee engagement and various aspects of job satisfaction, including career development, compensation, relationship with management, and work environment. The results indicated that increases in job satisfaction were associated with higher levels of employee engagement, confirming Kahn's theory of engagement and the Job Demands-Resources model (Ang & Rabo, 2018).

Ali et al., (2022) investigated whether employee engagement influences innovative work behavior among Chinese millennials in service industries. The findings revealed that highly engaged employees were more likely to exhibit innovative work behavior, with work-life balance acting as a partial mediator in this relationship. Additionally, psychological empowerment was found to strengthen the connection between employee engagement and innovative work behavior. Their research emphasizes the importance of fostering an engaged workforce to stimulate innovation within organizations.

Cognitive engagement

Cognitive engagement is a critical aspect of employee engagement that encompasses the mental investment employees make in their work roles. It involves the extent to which employees apply their cognitive resources, such as attention, focus, and mental effort, to understand their tasks and contribute meaningfully to their organization (May et al., 2004). According to a study by Yao et al., (2022), cognitive engagement involves the cognitive processes that employees employ to understand and interact with their work environment, thereby influencing their overall job performance and satisfaction. The authors highlight that cognitive engagement is crucial for fostering a sense of ownership and responsibility towards one's tasks, ultimately leading to better outcomes for both employees and organizations. Cognitive engagement has profound implications for both individual performance and organizational outcomes. Engaged employees tend to exhibit higher levels of productivity and creativity (Reig- Botella et al., 2024).

Recent research has explored cognitive engagement among employees, highlighting its significance in enhancing performance and overall workplace dynamics. Below are key studies conducted in the last five years that discuss various aspects of cognitive engagement.

A study by Joo et al., (2017) investigated the role of cognitive engagement as a partial mediator between employees' perceptions of their work environment and their psychological

well-being. The research, conducted within a South Korean conglomerate, found that employees who perceived their work environment positively exhibited higher levels of cognitive engagement, which in turn contributed to improved psychological well-being. This study emphasizes the importance of cognitive engagement in fostering a healthy work environment and enhancing employee satisfaction.

Moreover, Fachrunnisa et al., (2022) focused on the role of talent-based training in enhancing cognitive engagement among employees. Their study demonstrated that targeted training initiatives lead to improved cognitive engagement, which in turn enhances individual performance. They argued that equipping employees with relevant skills not only boosts their confidence but also encourages them to invest more cognitive resources into their work tasks.

Physical engagement

Physical engagement encompasses not only the physical presence of employees at their workplace but also their active participation and energy investment in their tasks. According to research by Abg Abdullah et al., (2024), physical engagement is critical for fostering a productive work environment, as it directly correlates with job performance and organizational outcomes. According to Reig-Botella, et.al. (2024), physical engagement has been linked to improved job performance across various sectors. Employees who are physically engaged tend to perform better in their roles, exhibiting higher productivity levels and fewer errors in task execution.

Recent research on the physical engagement of employees has highlighted its critical role in enhancing job performance, well-being, and overall organizational effectiveness. Below are discussions of key studies conducted in the previous years that focus on various aspects of physical engagement.

A study by Makhanu and Mukanzi (2018) examined the relationship between physical engagement and job performance within the civil service sector in Kenya. The researchers utilized a descriptive research design involving 258 employees from various ministries. Their findings indicated a positive and significant correlation between physical employee engagement and job performance. The study emphasized that organizations should strive to enhance physical engagement through supportive managerial practices to improve overall job performance.

Al-Haziazi (2024) conducted a critical analysis of the drivers of employee engagement. It was revealed that various factors, including leadership support and job characteristics, significantly impact physical engagement levels among employees. The study found that engaged employees showed higher performance levels across management tiers, with a correlation coefficient of 0.295, indicating a strong relationship between employee engagement and job performance. This underscores the necessity for organizations to tailor engagement strategies to enhance physical involvement in work activities. According to Chompukum and Vanichbuncha (2025), employees who feel empowered are

more emotionally engaged in their work. This empowerment stems from having autonomy and control over their tasks, which enhances their emotional commitment to their roles.

Emotional engagement

Emotional engagement refers to the emotional investment employees make in their work roles, which significantly influences their motivation, job satisfaction, and overall performance. Emotional intelligence plays a pivotal role in shaping emotional engagement, particularly in remote work settings (Scherer, 2022). Also, emotionally engaged employees perform better in their roles due to increased motivation and enthusiasm for their work tasks (Doğru, 2022).

Chompukum and Vanichbuncha (2025) examined the relationship between psychological empowerment and emotional engagement in the workplace. The study indicated that employees who feel psychologically empowered—having autonomy and control over their tasks—exhibit higher levels of emotional engagement. This empowerment leads to increased intrinsic motivation and job satisfaction, highlighting the need for organizations to foster an empowering environment to enhance emotional engagement.

On the other hand, Meng and Sun (2024) examined the impact of emotional engagement on organizational commitment within Chinese enterprises. Their research demonstrated a strong positive relationship between emotional engagement and organizational commitment, indicating that employees who feel emotionally connected to their organization are more likely to exhibit loyalty and dedication to their roles. This finding emphasizes the necessity for organizations to cultivate emotional engagement as a strategy for enhancing employee commitment.

A study by Bakotić and Alvir (2024) focused on the correlation between emotional engagement and job satisfaction among employees in Croatia. The research found that emotionally engaged employees reported significantly higher levels of job satisfaction, suggesting that fostering emotional connections within the workplace can lead to improved employee morale and retention rates. This highlights the critical role of emotional engagement in creating a positive work environment.

Employee productivity

Recent studies underscore the multifaceted nature of employee productivity, highlighting the importance of managing workloads, fostering supportive work environments, implementing flexible work arrangements, and investing in training programs.

A study by Donna et al., (2024) investigated the factors affecting employee performance, emphasizing the roles of workload, organizational commitment, and employee engagement. The findings indicated that a balanced workload positively correlates with employee productivity, while high levels of organizational commitment and engagement further enhance performance. The authors

concluded that organizations should focus on managing workloads effectively to optimize productivity.

In the United Arab Emirates, Kurdy et al., (2023) found that factors such as workload, job satisfaction, work-life balance, and social support positively impacted employee productivity in remote settings. The research employed structural equation modeling to analyze data from 110 respondents, revealing that employees who felt supported in their roles were more productive when working remotely.

Elaho and Odion (2022) examined the relationship between work environment and employee productivity in business centers at the University of Benin. The study highlighted that a conducive work environment—characterized by adequate resources, comfortable settings, and supportive management—significantly enhances employee productivity. The authors emphasized that organizations should invest in improving work conditions to foster higher productivity levels among employees.

Chowhan and Pike (2022) explored how workload, work-life balance, stress, and job satisfaction impact employee performance, particularly in the shift to remote work during the COVID-19 pandemic. Their research underscores that when employees have a supportive work environment and a healthy balance between their professional and personal lives, they tend to be more productive and engaged in their tasks.

Conceptual framework

From the theoretical bases, related literature and studies, and research gaps, the research paradigm below was formulated.

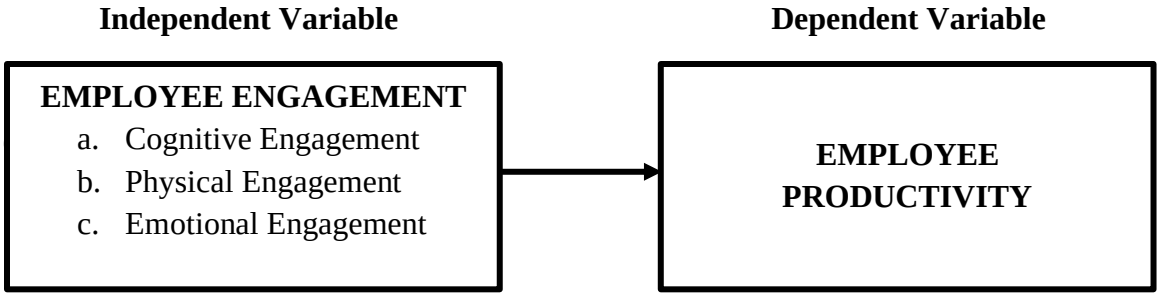

Figure 1: The research paradigm showed the relationship between employee engagement and employee productivity in budget-friendly restaurants. Specifically, the relationship between cognitive engagement and employee productivity, physical engagement and employee productivity, and emotional engagement and employee productivity. The independent variable included employee engagement along with cognitive, physical, and emotional engagement. On the other hand, employee productivity served as the dependent variable of this study. It sought answers to the following questions:

Statement of the problem

1. What is the level of cognitive engagement among the employees of budget-friendly restaurants in Vigan City?
2. What is the level of physical engagement among the employees of budget-friendly restaurants in Vigan City?
3. What is the level of emotional engagement among the employees of budget-friendly restaurants in Vigan City?
4. What is the level of employee productivity among the employees of budget-friendly restaurants in Vigan City?
5. Is there a significant relationship between employee productivity and the cognitive engagement, physical engagement, and emotional engagement?

Hypothesis

1. There is a significant relationship between employee productivity and cognitive engagement.
2. There is a significant relationship between employee productivity and physical engagement.
3. There is a significant relationship between employee productivity and emotional engagement.

Scope and limitations of the study

This study was focused on examining the significant relationship between employee engagement and employee productivity in budget-friendly restaurants located in Vigan City. Specifically, it aimed to explore the relationships among (1) employee productivity and cognitive engagement, (2) employee productivity and physical engagement, and (3) employee productivity and emotional engagement. Additionally, the study assessed the levels of employee engagement across these three dimensions: cognitive, physical, and emotional, as well as evaluate the level of employee productivity within these budget-friendly establishments. The respondents for this research were employees in budget-friendly restaurants in Vigan City, with the study's scope limited to this geographic area. The research employed descriptive and correlational research designs to analyze the data collected from respondents.

Research methodology

Research design

The relationship between employee engagement and employee productivity in budget-friendly restaurants was determined by this study using descriptive and correlational methods of research.

Population and sampling

The respondents of the study were 100 employees of budget-friendly restaurants in Vigan City. The respondents were chosen using the non-probability convenience sampling technique Galloway (2005).

Data gathering procedure

The data required for this study were primarily collected through a survey questionnaire developed by the researchers. To gather the necessary data, the researchers first asked for the endorsement of the program head of the Graduate School to float the survey questionnaire to the respondents. After the endorsement letter was signed, the researchers forwarded a letter of request to the managers indicating the permission to allow the researchers to float the questionnaire to their employees. After permission was granted, the survey questionnaire attached to the request letter was personally distributed to the respondents. The prospective respondents gave their consent before answering the survey questionnaire. The researchers then retrieved the completed survey questionnaire.

Tools for data analysis

The gathered data were treated using the weighted mean, and Pearson product moment of correlation. The following were used to analyze the mean ratings.

Norms	Statistical Range	Descriptive Rating	Overall DR
4	3.26 – 4.00	Strongly Agree (SA)	Very High (VH)
3	2.51 – 3.25	Agree (A)	High (H)
2	1.76 – 2.50	Disagree (D)	Low (L)
1	1.00 – 1.75	Strongly Disagree (SD)	Very Low (VL)

Data presentation and analysis

This research aimed to investigate the influence of employee engagement on employee productivity. The findings are organized and analyzed thematically into themes aligned with the research questions.

Cognitive engagement

Table 1. Level of cognitive engagement

Indicators	Mean	DR
1. I am intellectually challenged in my job, requiring me to think critically and solve problems.	3.81	SA
2. I have the opportunity to contribute ideas and suggestions that help improve the efficiency of operations.	3.38	SA
3. My job responsibilities are clearly defined, and I understand what is expected of me.	3.38	SA
4. I believe my work allows me to utilize my skills and knowledge to their fullest potential.	3.42	SA

5. My role provides me with continuous opportunities to learn and grow.	3.39	SA
Composite Mean	**3.48**	**VH**

Source: Luther Davey C. Gonzalez (2025).

The composite means of 3.48, as presented in Table 1, lies within the range of 3.26 to 4.00, indicating a very high level of cognitive engagement among employees of budget-friendly restaurants.

The analysis of individual items revealed that each received a "strongly agree" rating, with mean scores ranging from 3.38 (lowest) to 3.81 (highest). Employees in budget-friendly restaurants reported being intellectually challenged at work, requiring them to think critically and solve problems ($\bar{x}$ = 3.81). They also expressed that they were allowed to utilize their skills and knowledge to their fullest potential ($\bar{x}$ = 3.42), provided with continuous opportunities to learn and grow ($\bar{x}$ = 3.39), and given the chance to contribute ideas and suggestions to enhance operational efficiency ($\bar{x}$ = 3.38). Additionally, employees noted that their job responsibilities were clearly defined, with clear expectations of their roles ($\bar{x}$ = 3.38).

Physical Engagement

Table 2. Level of Physical Engagement

Indicators	**Mean**	**DR**
1. The physical working conditions (e.g., temperature, lighting, ventilation) are comfortable and conducive to my work.	3.49	SA
2. The tools and equipment provided in my workplace are sufficient to perform my duties effectively.	3.31	SA
3. I receive adequate breaks to rest and recover from the physical demands of my job.	3.41	SA
4. The physical demands of my job (e.g., standing, lifting, moving equipment) are manageable and do not negatively impact my health.	3.39	SA
5. I feel the physical environment in my workplace supports my productivity and efficiency.	3.46	SA
Composite Mean	**3.41**	**VH**

Source: Luther Davey C. Gonzalez (2025).

The composite mean of 3.41, as shown in Table 2, falls within the range of 3.26 to 4.00, signifying a very high level of physical engagement among employees of budget-friendly restaurants.

The analysis of each item on the physical engagement scale received a "strongly agree" rating, with mean scores ranging from 3.31 (lowest) to 3.49 (highest). The findings revealed that employees in budget-friendly restaurants experienced physical working conditions, such as temperature, lighting, and ventilation, that were comfortable and conducive to their tasks ($\bar{x}$ = 3.49). Additionally, their physical environment supported productivity and efficiency ($\bar{x}$ = 3.46), and they were provided with adequate breaks to rest and recover from the physical demands of their work ($\bar{x}$ = 3.41). The physical demands of their job, including standing, lifting, and moving equipment, were manageable and did not negatively impact their health ($\bar{x}$ = 3.39). Furthermore, employees were equipped with sufficient tools and resources to perform their duties effectively ($\bar{x}$ = 3.31).

Emotional Engagement

Table 3. Level of Emotional Engagement

Indicators	**Mean**	**DR**
1. I feel emotionally connected to my work and the restaurant's mission.	3.72	SA
2. I feel valued and appreciated by my managers and colleagues for the work I do.	3.52	SA
3. I am motivated to perform well because I derive emotional satisfaction from my work.	3.56	SA
4. I feel recognized for my efforts by my employer, which encourages me to continue working hard.	3.51	SA
5. I feel a sense of belonging in my workplace, which motivates me to contribute to its success.	3.55	SA
Composite Mean	**3.57**	**VH**

Source: Luther Davey C. Gonzalez (2025).

The composite means of 3.57, as shown in Table 3, falls within the range of 3.26 to 4.00, indicating a very high level of emotional engagement among employees of budget-friendly restaurants.

When taken individually, each item on the emotional engagement scale received a "strongly agree" rating, with mean scores ranging from 3.51 (lowest) to 3.72 (highest). The findings revealed that employees of budget-friendly restaurants felt emotionally connected to

their work and the restaurant's mission ($\bar{x}$ = 3.72). They were motivated to perform well because they derived emotional satisfaction from their work ($\bar{x}$ = 3.56) and felt a sense of belonging in their workplace, which encouraged them to contribute to its success ($\bar{x}$ = 3.55).

Additionally, they felt valued and appreciated by their managers and colleagues for the work they did ($\bar{x}$ = 3.52) and recognized for their efforts by their employer, which motivated them to continue working hard ($\bar{x}$ = 3.51).

Employee productivity

Table 4. ***Level of employee productivity***

Indicators	**Mean**	**DR**
1. I consistently meet the productivity expectations set for my position.	3.56	SA
2. I believe my cognitive engagement (e.g., training and intellectual stimulation) positively influences my productivity.	3.34	SA
3. The physical conditions and resources provided at work allow me to perform tasks efficiently.	3.42	SA
4. My emotional engagement with my work increases my motivation to perform well and meet goals.	3.42	SA
5. I regularly complete tasks within the time frame expected of me.	3.43	SA
Composite Mean	**3.43**	**VH**

Source: Luther Davey C. Gonzalez (2025).

The composite means of 3.43, as shown in Table 4, falls within the range of 3.26 to 4.00, indicating a very high level of productivity among employees in budget-friendly restaurants in Vigan City.

The analysis of individual items revealed that each received a "strongly agree" rating, with mean scores ranging from 3.34 (lowest) to 3.56 (highest). It was further revealed that employees of budget-friendly restaurants in Vigan City consistently met the productivity expectations set for their positions ($\bar{x}$ = 3.56) and regularly completed tasks within the expected time frame ($\bar{x}$ = 3.43). They were ensured that the physical conditions and resources provided at work allowed them to perform tasks efficiently ($\bar{x}$ = 3.42). Additionally, their emotional engagement with their work increased their motivation to perform well and meet goals ($\bar{x}$ = 3.42), and they believed their cognitive engagement, such as training and intellectual stimulation, positively influenced their productivity ($\bar{x}$ = 3.34).

Relationship between employee engagement and employee productivity in budget-friendly restaurants in Vigan City

Table 5. Relationship between employee engagement and employee productivity in budget-friendly restaurants in Vigan City

Employee Productivity	Pearson's r	Interpretation	p-value	Decision Ha	Interpretation
Cognitive Engagement	0.435***	A moderate linear relationship	<0.001	Support	Significant
Physical Engagement	0.575***	A moderate linear relationship	<0.001	Support	Significant
Emotional Engagement	0.492***	A moderate linear relationship	<0.001	Support	Significant
Overall	**0.599*** **	**A moderate linear relationship**	**<0.001**	**Support**	**Significant**

*Note. * p < .05, ** p < .01, *** p < .001*
Source: IBM SPSS statistics software

The Pearson correlation coefficient measured the strength and direction of the relationship between variables. The results revealed that there was a moderate positive linear correlation ($r=0.435$, $p<0.001$) between the employee productivity and cognitive engagement, which suggested to accept the alternative hypothesis. Similarly, there was a moderate positive linear correlation ($r=0.575$, $p<0.001$) between the employee productivity and physical engagement, which suggest to accept the alternative hypothesis. Furthermore, there was a moderate positive linear correlation ($r=0.492$, $p<0.001$) between the employee productivity and emotional engagement, which suggest to accept the alternative hypothesis. The results also indicated that the correlations were statistically significant at 0.001 level of significance.

Results and discussion

This study offers a rich understanding of how employee productivity is shaped by engagement across three vital dimensions: cognitive, physical, and emotional.

Employees in budget-friendly restaurants in Vigan City demonstrated remarkably high **cognitive engagement**. They were not just performing tasks—they were mentally immersed, intellectually stimulated, and actively thinking through how best to contribute to their organization. This depth of mental involvement pointed to a work culture that nurtures learning, innovation, and purpose-

driven performance. These findings echo the insights of Yao et al. (2022), who defined cognitive engagement as the mental processes employees use to understand and interact with their work environment. They emphasized that such engagement fosters ownership, responsibility, and alignment with organizational goals—key drivers of productivity and satisfaction.

Beyond mental engagement, the employees also showed a strong level of **physical engagement**, suggesting that their work environments were conducive to sustained energy and effectiveness. Comfortable lighting, proper ventilation, ergonomic tools, and reasonable physical demands allowed staff to perform without strain or health risks. Adequate resources and well-timed breaks helped maintain their stamina and focus throughout the workday. These practices reflect a culture that values well-being and efficiency, aligning with Abg Abdullah et al. (2024), who argued that physical engagement is essential for sustained attention and energy at work.

On the **emotional front**, employees reported feeling deeply connected to their roles. Many derived a sense of fulfillment from their work, driven by positive relationships, recognition, and a sense of belonging. These emotionally engaged employees approached their responsibilities with enthusiasm and commitment, contributing to a dynamic and collaborative workplace. This supports Doğru (2022), who stressed that emotionally engaged employees exhibit higher dedication, creativity, and proactivity—factors that collectively drive individual and organizational performance.

These three forms of engagement—cognitive, physical, and emotional—translated into consistently high **employee productivity**. Workers not only met but often exceeded expectations. They demonstrated strong time management, effectiveness, and a clear grasp of their responsibilities. These patterns suggest that budget-friendly restaurants in Vigan City have created supportive environments that enable employees to thrive. This aligns with Donna et al. (2024), who emphasized that manageable workloads and supportive systems are essential to maintaining focus, avoiding burnout, and sustaining performance.

Looking deeper into these connections, the study found a **strong link between cognitive engagement and productivity**. As cognitive engagement rose, so did employee output. Staff who were mentally involved in their work showed greater attentiveness and strategic thinking, allowing them to perform more efficiently. This mirrors the findings of Yao et al. (2022), who noted that cognitive engagement nurtures accountability and drives task ownership.

Similarly, **physical engagement was positively associated with productivity**. When employees felt physically supported—through healthy work conditions, adequate resources, and manageable physical demands—they could focus better and maintain energy. Makhanu and Mukanzi (2017) emphasized this connection, stating that comfort and support significantly enhance task efficiency and effectiveness.

Emotional engagement also played a critical role. Employees who felt emotionally invested in their work were more motivated, loyal, and productive. Their sense of belonging and recognition encouraged dedication and job satisfaction. This finding aligns with Bakotić and Alvir (2024), who found that emotional connection to one's role promotes fulfillment and commitment, reduces turnover, and strengthens organizational success.

The results of this study reinforce **Kahn's (1990) Model of Employee Engagement**, which outlines cognitive, physical, and emotional engagement as foundational to workplace performance. They also support **Mayo's Human Relations Theory (1946)**, which underscores the importance of psychological well-being and positive social interactions in boosting productivity. Together, these frameworks offer a comprehensive lens for understanding how engagement fuels high performance.

Practically, these findings can inform the development of **cost-effective employee engagement programs** tailored to budget-friendly restaurants. For cognitive engagement, management can offer regular training and clear role definitions. For physical engagement, they can implement wellness programs and ergonomic improvements. To foster emotional engagement, recognition and rewards can build a stronger sense of community and belonging.

Conclusions

This study provided a comprehensive understanding of the relationship between employee productivity and engagement in budget-friendly restaurants in Vigan City, contributing to existing literature by highlighting strategic development opportunities for these factors to enhance business success. Employees in these restaurants demonstrated cognitive engagement through intellectual stimulation, physical engagement through a supportive work environment, and emotional engagement through a culture promoting well-being and connection. These forms of engagement led to heightened attentiveness, strategic thinking, and a sense of purpose, aligning with the Human Relations Theory and Kahn's Model of Engagement. Recommendations included providing opportunities for problem-solving and intellectual growth, improving physical work conditions, fostering a supportive culture, and exploring additional factors such as leadership styles and work-life balance in future studies.

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